

10 February 1982

MEMORANDUM FOR: John McMahon, Executive Director
FROM : Richard Lehman, Chairman
Board of Studies in Intelligence
SUBJECT : Management-Employee Communications: A Modest Proposal
for Change

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[Redacted] This recommends that you reestablish a means of communicating quickly and persuasively with the Agency's rank-and-file in the face of media allegations and other developments that adversely effect morale when they go unanswered or explained. The demise of "Notes from the Director," whatever its shortcomings, has left a gap.

2. The Board of Studies, as its meeting on 8 January, suggested the need for such a device. At that meeting, as is customary, the members sought to identify problem areas and issues that might profitably be addressed in the pages of Studies in Intelligence. These included the implications of the Wilson-Terpil affairs, recent allegations by columnist Jack Anderson of a feud between OS and the FBI, and the propriety of continuing contacts between Agency employees and annuitants. Several of the members voiced the opinion that while Management had responded favorably to such issues/allegations in the Halls of Congress and that such responses more often than not subsequently appeared in the press, the lack of an immediate, internal rejoinder to them had adversely effected morale and eroded confidence in the organization's leadership.

3. Recognizing that each DCI has his own style and that Director Casey's is not Admiral Turner's, the members nonetheless felt that the lack of a vehicle such a "Notes from the Director" hinders what is otherwise a genuine effort on management's part to recreate esprit among our younger professionals. They asked me to communicate their sentiments to you.

[Redacted]
Richard Lehman

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(DDI #1171-82)

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